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29 July 1949

TO : Members of Staff Training Division, TRS

FROM : [REDACTED]

SUBJECT: Functions and Responsibilities of Chief Instructors

1. In the following are outlined the general functions and responsibilities of such staff officers who are occupying the positions of Chief Instructors of the various courses conducted by the Staff Training Division. This list will serve as a directive both to the Chief Instructors concerned and to other staff members.

2. Under the general direction and supervision of the Chief, Staff Training Division, the Chief Instructors will be responsible for:

a. The planning, conduct, administration, and control of all training activities within the sphere of their respective departments. This includes specifically:

1. Drafting of course schedules for approval by the Chief, Staff Training Division.
2. Conduct and control of training courses as scheduled and approved.
3. Responsibility for organization, presentation, content, and training value of all lectures, seminars, discussions, case histories and laboratory problems.
4. Liaison with Staff and Branch officers on matters of substance and policy content of lectures as delegated by the Chief, Staff Training Division.
5. Recruiting, scheduling, and briefing of all guest lecturers and branch operations officers assisting in training problems.
6. Collection, coordination, and revision of all lecture outlines and charts to be used by staff instructors and guest lecturers; submission of outlines to the Chief, STD, for final approval.

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NO CHANGE in Class.

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7. Coordination, editing, and revision of all training materials, including study guides, briefing instructions, and case histories to be used in the course; submission of materials to Chief, STD, for final approval; reproduction, distribution, and control of all training materials.
 8. Conduct or provision of adequate briefing for and critique of all laboratory work and training problems.
 9. Development, improvement, and periodic reassessment of new training methods.
 10. Training direction of all students, including individual conferences, observations, and guidance of students.
 11. Assignment, supervision, and processing of individual students' projects, such as area planning problems.
 12. Planning and supervision of tutorial training, where necessary, and when approved by Chief, STD.
 13. Direction, supervision, and coordination of research as required for the respective courses and conducted by various staff instructors.
 14. Preparation of periodic meetings with staff members assigned to the course for the discussion of training problems.
 15. Presiding over board reviews and round-table discussions.
 16. Procurement and maintenance of training facilities, equipment, and supplies.
 17. Control of training security to be maintained by students, staff members, and guest instructors, particularly with respect to the protection of students' training materials, classified information and operations.
 18. Preparation of reports to the Chief, STD, on all courses conducted.
- b. The conduct and administration of evaluation functions as assigned to their respective departments.

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This involves specifically the responsibility for:

1. Grading of problems and other forms of laboratory work.
 2. Collection and coordination of evaluation scores and reports from other staff members and guest instructors.
 3. Preparation and conduct of weekly evaluation meetings.
 4. Informing Branch and Staff chiefs or their Training Liaison Officers about the progress of trainees.
 5. Preparation of final evaluation reports on individual students. Review of such reports and all individual training files with Branch and Staff chiefs when indicated.
 6. Development, improvement, and periodic reassessment of evaluation methods with emphasis on objective tests were indicated.
 7. Application of evaluation standards as approved by the organization.
 8. Establishment and maintenance of a sound balance between training and evaluation activities of each course.
- c. The direction and supervision of all personnel assigned permanently or temporarily to their respective staffs. This includes specifically:
1. Direction and supervision of staff instructors assigned to the course on a full-time or part-time basis.
 2. Assigning to members of their staff specific projects and lecture responsibilities; supervision of the execution of such assignments.
 3. Direction and supervision of administrative and clerical personnel assigned to their staff.
 4. Administrative supervision of all students for the duration of the course.

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5. Training of new instructing and administrative-clerical personnel assigned to the staff.
6. Preparation of efficiency reports on staff personnel to be reviewed by the Chief, STD.
- d. The coordination of their own respective objectives and activities with those of other sections and courses in TRS, particularly in the Staff Training Division. This involves close cooperation with other Chief Instructors in STD.
- e. Keeping the Chief, STD, informed about all important developments in their respective staffs and courses.
3. In the absence of the Chief, Staff Training Division, the Chief Instructors will report directly to the Chief, TRS or his Deputy for consultation and approval of projects or decisions.

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